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BOOKLET OF ABSTRACTS CCBC 2021

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School of Business and Management, Steyr
Global Sales and Marketing

Intercultural or International Perspectives in

- » Global Business and Export Management
- » Marketing, Sales and Service Management
- » Higher Education Research, Teaching and Learning
- » Innovation and Entrepreneurship
- » Human Resource Management

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Sessions

Intercultural or International Perspectives in Global Business and Export Management

Intercultural or International Perspectives in Marketing, Sales and Service Management

Intercultural or International Perspectives in Higher Education Research, Teaching and Learning

Intercultural or International Perspectives in Innovation and Entrepreneurship

Intercultural or International Perspectives in Human Resource Management

Editors

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Session A

Intercultural or
International
Perspectives in
Global Business and
Export Management

Critical incidents revisited: A cross-cultural analysis across Europe

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ABSTRACT

This contribution seeks to shed light on potential answers and solutions for selected critical incidents (CI). For these purposes, two well-defined CIs were chosen that allow for a wide range of possible interpretations across cultures. Against the background of the international Erasmus+ project entitled 'Critical Incidents in Intercultural Communication and Promoting Diversity' all five project partner countries, namely the Czech Republic, Germany, Finland, Austria and Italy have participated in this exploratory study to identify how the respective societal sample may interpret the critical incidents at hand. At each partner institution, a purposive sample consisting of six selected experts was conducted to elaborate on the CIs and provide possible answers and further introspection of their train of thought.

In a second step, a thematic analysis was conducted to allow for the extraction of subthemes and the creation of a thematic map. The findings were then sketched in line with specific cultural theories to verify if prevalent and hard-wired assumptions are still valid. This is all the more relevant in view of the dynamic VUCA world where volatile, uncertain, complex and ambiguous situations dominate our digitalized and globalized knowledge society.

To account for these complexities, it was sought to not only look at societal cultures as a source of possible interpretations. In addition, it was attempted to also take account of demographic, cognitive, disciplinary and functional diversity. Despite the different perspectives adopted by the informants, it was still possible to find common societal ground within their interpretations. As such, a number of culture-specific attributes in terms of communicative styles and orientations to oneself, time and hierarchy were able to associate with the respective geographical regions.

Export resilience – A future key success factor for Upper Austrian B2B companies?

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ABSTRACT

Motivation: Seeing Upper Austrian B2B companies struggle in keeping up their export business intensity and simultaneously accelerating the usage of digital communication and export channels, creates the starting point for an Export Resilience study in Upper Austria, an export-oriented region. The main motivation for implementing a study in this particular field was the creation of a pool of current key findings, ring-fenced by clear managerial implications and recommendations, which respond to future export trends emerging out of the study.

Findings: An online questionnaire was sent out to exporting B2B companies which was completed by 173 respondents. The data provides insights in triggers of export resilience, insight in future export channels and differences in the export strategy of Upper Austrian B2B companies. For example, the survey has shown that 52% of the participating businesses can be classified as being “immune” to external influences. Further insights are given according to the change of digital export tools, the form of meetings and AI based export tools.

Conclusion: Consequently, the extent to which the implementation of the export resilience study stimulated the dialogue between the academic and business community led to managerial recommendations for Austrian B2B export companies.

The impact of higher education export on the economic competitiveness of countries

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ABSTRACT

The research paper covers the impact of higher education export on the competitiveness level of key world economies in terms of international division of labor and global value chains, including USA, Germany and China. At the same time, the comparison in the field of higher education export in Russia has been implemented. There have been revealed main factors in the attraction of foreign students in universities of analyzed countries: the economic factor (the profit from higher educational services for foreign citizens), the consumer factor (the profit from living costs of foreign citizens during the educational period), factor of additional labor force (the employment of foreign graduates in the international companies), factor of "soft power" (the loyal attitude to the country, where higher education has been received) and factor of innovation development (the participation of foreign citizens in the development and implementation of research ideas in startups). Additionally, indicators of selected countries were compared in terms of its competitiveness level, including the complexity of economies and its innovation development. The result of this research is identification of interaction between export of higher education and competitiveness level of a country: USA, Germany and China have high indicators in this field in comparison with Russia. Based on the results main directions of higher education export development have been described with a target of competitiveness level increase in the national economy globally.

Key Words: export of higher education, competitiveness, international division of labor, digitalization, global value chains, human capital, innovation development, complexity of economy;

Session B

Intercultural or
International
Perspectives in
Marketing, Sales and
Service Management

Sales organizations on the path of digitalization – A reflection from Germany, Finland and Austria

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ABSTRACT

Companies are either proactively driving the digital transformation or are forced to digitalize by markets and ecosystems. In order to identify the status about the digital transformation of sales in practice and to get deeper knowledge about treated areas in sales and challenges on the path of digitalization, in-depth interviews of sales executives and managers of more than 50 internationally operating companies in three countries Germany, Finland and Austria were conducted in this research. The results show that one major goal for companies is to accelerate digitizing processes as digitalization helps to work more efficiently. Access to systems is necessary, hence investments in digitalization are seen as sustainable and absolutely essential for to serve B2B customers today. Digital tools lead to adaptations in the sales process as with support sales processes and sales management. Accelerated also by the COVID-19 crisis, face-to-face customer visits have been reduced even more and online meetings have increased as the speed of response has become more and more important. Finally, the necessary skill set of a sales force has to be adapted, which has to be further researched in the future, having support of higher education institutions being the order of the day. Companies have realized that a good sales pitch does not necessarily need to be in person, due to new virtual technologies.

Automatic information retrieval for exporting services: First project findings from the development of an AI based export decision supporting instrument

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ABSTRACT

On the servitization journey, manufacturing companies complement their offerings with new industrial and knowledge-based services, which causes challenges of uncertainty and risk. In addition to the required adjustment of internal factors, the international selling of services is a major challenge. This paper presents the initial results of an international research project aimed at assisting advanced manufacturers in making decisions about exporting their service offerings to foreign markets. In the frame of this project, a tool is developed to support managers in their service export decisions through the automated generation of market information based on Natural Language Processing and Machine Learning. The paper presents a roadmap for progressing towards an Artificial Intelligence-based market information solution. It describes the research process steps of analyzing problem statements of relevant industry partners, selecting target countries and markets, defining parameters for the scope of the tool, classifying different service offerings and their components into categories and developing annotation scheme for generating reliable and focused training data for the Artificial Intelligence solution. This paper demonstrates good practices in essential steps and highlights common pitfalls to avoid for researcher and managers working on future research projects supported by Artificial Intelligence. In the end, the paper aims at contributing to support and motivate researcher and manager to discover AI application and research opportunities within the servitization field.

Contemporary marketing and sales job market: diversity and intercultural competence – evidence from Austria and Sweden

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ABSTRACT

The main task of a university can be interpreted from various disciplines and viewpoints. In this study we will focus on the broad concept of “ready-for-life”. Internationalization, defined as the process of increased interaction between different cultures, and globalization of the business world have profound consequences on societies and economies, including challenges for educational institutions to respond to the mandates from different stakeholders. The contemporary job market for marketing and sales positions frequently describes the work environment as diverse and as requiring future employees to be interculturally competent. Accordingly, business programs in marketing and sales need to be adaptive and deliver not just disciplinary knowledge but also skills necessary for the employment marketplace.

Nowadays, national economies, the Austrian and Swedish being the examples in this study, are intertwined and interdependent. Businesses are actively searching for business opportunities outside national borders. Companies’ operations require broad acquisition of skilled employees, and due to migrations, the structure of the available workforce is diverse. Therefore, it is expected that future employees, among other things, need to be interculturally competent, since they will work in an internal diverse environment, as well as deal with diverse partners, clients, customers while conducting their daily business and realizing organizational goals.

Business schools use several different approaches to improve and develop their programs. Business schools connect with surrounding industry and appoint program or school wide advisory boards, making sure that practice has a voice in continuous improvements and especially during major revisions of programs. Sometimes formal research is conducted by either surveys or interviews with relevant industry representatives (de Boer and van der Giessen, 2020). A systematic assessment of job ads can be a further valuable source of information on current demand, requirements, and expectations from graduates (or broader pool of applicants). Capturing the market expectations and requirements from future employees through content analysis of advertised job openings is a common approach in research (see Schlee and Harich (2010); Sodhi and Byung-Gak (2010); Sodhi, Byung-Gak and Tang (2008); Tan and Laswad (2018); Verma et al. (2019)).

We conducted a content analysis of job ads on two major job portals in Austria and Sweden, focusing on marketing and sales openings that portray diversity as a general work condition of job positions, expected work assignments to be conducted in a diverse setting, and expected skills and personal traits that employers consider desirable to respond to these challenges. The goal of the study is to provide a better understanding of employers’ expectations, and to provide suggestions to business schools to incorporate interculturally competence as a learning outcome in their educational programs.

Preliminary findings indicate:

- Both in the Austrian and Swedish context it is more customary to explicate external diversity (working with suppliers, partners, customers across cultures).
- Some Swedish organizations mention internal diversity in job ads (working with culturally diverse team inside the organization) but this is not a widespread practice.
- Intercultural competences are rarely mentioned explicitly and skills requirements relatable to this issue are communication skills, interpersonal skills and knowledge of foreign languages.
- Given the nature of the assignments in job ads it can be concluded that there are expectations that future employees should be capable to utilize these skills across cultures.

According to our findings and previous research in the field, intercultural competence should be integrated into the curricula at the program level, as one of transversal learning goals, parallel to goals related to communication, leadership, ethical decision making, or sustainability. Agile business schools, response to job market requirements and changing landscapes, should beside professional knowledge start assessing intercultural competence, because internationalization of the education is not a goal of itself, rather an asset that can, if used properly, enhance quality of graduates and approximate better to a “ready-for-life” approach, because the programs and learning outcomes are anchored in understanding what contemporary “life” is. Programs developed with a strong focus on employability of graduates should consider soft skills in the field of globalization, beyond language skills, as a compulsory part of their study programs.

Key Words: intercultural competence, workforce diversity, intercultural interaction, marketing, sales, education.

Session C

Intercultural or
International
Perspectives in
Higher Education
Research, Teaching
and Learning

Inclusion and diversity management in education and work-life: A slogan or a true process?

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ABSTRACT

Major demographic and generational changes, massive digitalization, open access policies and an increased need for widening participation are changing the landscape for tertiary level students as well as future knowledge intensive and managerial level experts. Many higher education institutions (HEI) have taken efforts to increase inclusion in order to cater for increasingly diverse students and work-life needs. HEIs seem to be at the forefront of adopting an inclusive mindset and managing student diversity (Claeys-Kulik, Ekman Jørgensen & Ströber 2019). Many initiatives have also been taken in work-life, but there is currently no clear understanding of what the status of diversity management is in the labor market. The study sets out to explore and compare how employer organizations have adopted an inclusive mindset by reviewing the organizations' self-reported activities on their websites. The benchmark includes major employers and largest private companies by turnover in four selected geographical areas, with ten organizations from each region (Birmingham, Cologne, Helsinki, Linz). The observation of inclusion and the status of diversity management (IDM) is based on the diversity management scale outlined by Langholz (2014). The data were gathered quantitatively from existing documentation on www-pages. The analysis was based on an applied thematic analysis through categorizing similar themes as outlined by Guest, MaQueen & Namey (2012).

The study reveals that HEI's may, indeed, be regional forward-thinkers in dealing with IDM issues. The organizations' websites demonstrate that, although still taking a predominantly deficit-oriented approach and being impregnated by economic arguments, several employers already have or were aiming at taking a strategic approach towards diversity management. More research is needed to understand the wider phenomenon in order to be able to define needed IDM competence and to meet the work-life needs of graduates.

Marketing topics through academic posters: An avenue to student autonomy and active citizenship

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ABSTRACT

Since social and environmental challenges posed by the highly volatile, uncertain and complex world will mainly impact upon the young, schools need to instill in their graduates a set of critical-thinking, problem-solving, decision-making, strategy-building, and communication skills in order for students to be informed and engaged citizens. This paper postulates that in higher education institutions (HEIs), this can be achieved through fostering motivation and student autonomy. Academic posters are proposed as one of the relevant tools allowing educators to adopt an autonomy-supportive style of teaching that leads to enhanced independence, interest, and responsibility for social affairs. At their core, academic poster projects facilitate academic skills, including information processing, reading, writing, presenting, and defending ideas. Embracing in-depth research and enhanced social dialogue in lessons, they pinpoint leading ideas of the current young generation and as such can predict the topics of the future. Academic poster projects can be adopted in general subjects, as well as in language teaching, thus providing educators with a potent tool to achieve broad educational goals.

The effectiveness of the connectivist approach in teaching cross-cultural management

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ABSTRACT

Significant shifts in the modern teaching environments, enhanced through the current Covid-19 crisis have caused the educational landscape to change and forced educators to rethink their teaching concepts. An increased importance of distance learning and the sudden advance of increased IT skill of educators and students have led to the creation of new learning formats. The classical lecture format, which was still prevalent in many universities, could not really cope with the sudden changes necessary. Instead, a student-centered and output-oriented approach, which could also work in an alternative, distance learning scenario was needed. In this sense, a connectivism based approach, which is focused on connecting specialized information nodes and is characterized by diversity, autonomy, interactivity, and openness, seems to solve the problem.

The present study examined the role of connectivism theory in cultural intelligence formation. Student-centric activities based on connectivism theory were designed and conducted for Cross-cultural management classes in Voronezh, Russia and in Graz, Austria. The E-CQS (Expanded Cultural Intelligence Scale) with the subscales of Motivational CQ, Cognitive CQ, Metacognitive CQ and Behavioral CQ has been used to measure Cultural Intelligence once before and once after each of the two courses. In each of the classes more than 50 students filled in both questionnaires.

The E-CQS scale has proven to be a reliable tool for measuring the development of the CQ of students. Results suggest a significant raise of CQ levels and the respective sub-scales in both countries as direct result to the connectivist teaching methodology applied in both classes. The results clearly indicate the usability of the methodology in two different academic environments, a classical research university in Russia and a university of applied sciences in Austria, leading to several recommendations of adapting teaching of cross-cultural competences in a modern teaching setting.

The impact of intercultural experience and language skills on cultural intelligence: The mediating role of self-efficacy in communication

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ABSTRACT

The concept of cultural intelligence (CQ), which expresses an individual's ability to be successful and effective in situations characterised by cultural diversity, was introduced into research practice in 2003–2004, and it has been a strong point of interest ever since. The concept was examined in relation to a number of other variables at different positions of the nomological network (i.e. as independent variable, output variable, moderator, mediator). Given the concept's importance for the competitiveness of organisations in international markets and the success of individuals in a globalised intercultural environment, great attention was paid to the issue of CQ development. CQ antecedents were examined to understand the effects of strengthening intercultural competence. However, the results presented are inconsistent and often contradictory. This study not only builds on previous research by examining the impact of biographical antecedents (knowledge of foreign languages, frequency of intercultural social contacts, experience of traveling abroad) on CQ, but it goes even further: it seeks to understand these direct relationships mediating the variables of self-efficacy in communication. Data from a sample (n=220) of university students studying at one Czech private university and one Russian public university were analysed using the PLS-SEM statistical technique. All direct relationships were confirmed, albeit at different levels of statistical significance. However, the mediating role of self-efficacy in communication was found only for the language knowledge variable. Finally, the practical and theoretical implications of the presented research results are discussed.

Marketing research of the importance of international cooperation of a faculty as a motive for students' choice in circumstances of Covid-19

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ABSTRACT

The marketing approach already is widely accepted and implemented by higher education institutions. In that context it is of high importance to examine prospective students' motives for choosing such institutions. Hereby, perception of a certain institution as being successful in international cooperation and as providing good possibility for its students to become a part of international studying community, can be listed among different motives of students' choice. However, the limited possibilities of traveling abroad and thus participating in exchange activities in circumstances of covid-19 could change the importance of those motives. That question is in the focus of the conducted research. The paper incorporates the primary research conducted at the Faculty from the University of Novi Sad, Republic of Serbia. There were more than 400 participants interviewed in 2019 and 500 in 2020 within the research. The absolute importance of those motives, their relative position in comparison to other motives and the changes of the importance of the same motives in those two years are studied. The results are considered in the context of respondents' characteristics as well. As a key benefit of the conducted research and obtained results, its importance for making adequate managerial decisions can be stated.

A cross-border collaboration involving SMEs and Universities of Applied Sciences

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ABSTRACT:

Cross border collaboration has been undertaken between the universities of applied sciences in Finland and Russia, where local SMEs have played an integral part in the curriculum development: three higher educational institutions and several SMEs have been involved. The collaboration has been aimed at enhancing lifelong learning and collaboration between universities across national borders and SMEs. The purpose of this article is to identify (a) the best practices allowing for an informed choice of methods to use when planning and implementing future cross-border education-industry collaboration projects; (b) the lessons learned to allow for risk management in the collaboration projects by being aware of the possible challenges; (c) education-industry development collaboration channels. The interim results of creating a cross-border innovation ecosystem that allows for continuous learning, exchanging ideas and co-creating new projects and services are presented. The project started with an analysis of the needs of the SMEs; subsequently, workshops were undertaken to establish how the local higher education institutions could meet these needs. The collaboration has involved the formulation of new projects ideas; the collaboration channels have included both institution and student wide networking as well as cross border networking between SMEs. The aforementioned actions have been undertaken online due to the COVID-19 crisis, enabling fruitful cross-border dialogue and an idea generation process between the project participants. Furthermore, online joint events, professional discussions, meetings with experts during the training program and series of seminars, co-innovation sessions with students were undertaken, and platforms for communication were established during the study. The project's outcome has been an online training program, which is currently piloted and will, upon completion, enhance life-long learning within both Finland and Russia.

Intercultural communication difficulties in professional communication as triggers for critical thinking skills development in students of economic faculties

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ABSTRACT

ESL university course targeted at bachelor students of economic faculties implies the relevance and necessity of developing critical thinking skills being one of the important components for resolving conflicts and building economic relations in intercultural business environment. Given the uncertainty and ambiguity of the modern world, intercultural aspects of international professional communication tend to contribute to its challenges, thus requiring a certain set of critical thinking skills alongside a set of intercultural competence skills that would empower conscious choice and flexibility of behavioural patterns selected and adjusted to particular intercultural professional communication settings in compliance with axiological guidelines of professional intercultural communication.

Having conducted research into identifying potential intercultural communication difficulties that students of economic faculties are expected to encounter in intercultural professional communication, the authors suggest their classification. The research was conducted among university teachers and representatives of various spheres in business, and revealed a tendency for a division of difficulties into three main categories (A, B, and C). The criteria for such division were based on the following factors: a) axiology of particular intercultural communication settings and its environmental attributes, b) professional and cultural profile as well as background of the participants.

Based on the results the authors selected approaches aiming at the development of a set of critical thinking skills and the skills of intercultural competence relevant for each of the categories. We point out the need for autonomous cognitive effort that students are encouraged to make in order to accurately analyze all the factors influencing international professional communication processes, thus showing competence and flexibility when selecting a relevant combination of skills.

Session D

Intercultural or
International
Perspectives in
Innovation and
Entrepreneurship

A research on the operation mode of open source community and its impact to the traditional enterprise management

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ABSTRACT

"Open source", as one cooperative model, originated with software in 1960s. It was firstly proposed by a group of "hackers" in the free software movement, which was critical of the political agenda and moral philosophy implied in the term "free software". Nowadays it has been expanded far beyond software sector and covers other sectors and forms of open collaboration, especially via the appearance of open source communities. There are many world-widely influential open source communities which have been not only promoting the renewal and innovation of computer software and hardware greatly, but also influencing to enterprise management through the unique cooperative operation mode. Open source community, with its original "free" spirit, broke through the various boundaries of enterprise, and to a certain extent, brought destructive innovation to enterprise management. It is worthy of observing, analyzing and summarizing. By collecting, combing and synthesizing current academic articles, relevant books, this paper analyzes and discusses open source community from the following perspectives: (1) the operation mode of open source community and its differences from the traditional enterprises; (2) the motivation of contributors within open source communities; (3) the motivation of enterprises to participate in the open source community and the performance results of participation. It shows that: for individuals, the main driving factors for participating in open source projects are strong interests and sense of achievement, which is quite different from the motivation of employees applying to work in traditional enterprises. For enterprises, the aim to join and contributing in open source community is not only to reduce costs and discover talents, but also to chase opportunity for processing the rights to speak of new products and technologies. The rise and development of the open source community have further promoted the open innovation of enterprises, making centralization and decentralization coexist in contradiction and coordination.

Theory and practice of ESG Investment: A literature review

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ABSTRACT

Capital is naturally profit-seeking. However, ESG investment highlights the social characters of capital and speaks for combining it with profit-seeking to guide the business towards co-benefits of economy, society, and environment. In the past few decades, ESG investment has developed rapidly in the West and has gradually become the mainstream of international investment. This trend then entered China and quickly affected the pattern of China's investment and business development. Especially for the Fifth Plenary Session of the 19th Central Committee of CPC and the 2060 "Carbon Neutral" goal proposed by President Xi Jinping, how to promote China's ESG investment is getting more important. Therefore, it is necessary to sort out, summarize the related research and achievements of ESG investment in the past decade to provide the theoretical foundation and practical experience to improve ESG investment in China.

This article adopts the research method that combines bibliometrics and literature review and uses Citespace to conduct a comprehensive comparative analysis of literature in Chinese and English. Among them, the literature in Chinese comes from the CNKI database, from 1998 to 2020, with 235 articles. The English documents from the Web of Science database, from 1984 to 2020, with 1502 articles. First, this article reviews the basic situation of ESG investment papers and conducts descriptive statistics on annual publication volume, country/regional distribution, authors, journals, and research institutions. Second, it conducts keyword co-occurrence analysis and document co-citation knowledge graph analysis, showing the hotspots and mainstream subdivisions in the ESG investment research. Finally, it selects core documents to analyze the research results and make relevant judgments about future research development trends.

Session E

Intercultural or
International
Perspectives in
Human Resource
Management

Digitalization of labor: Evolutionary innovation or game changing developments in the way we work?

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ABSTRACT

Digital technologies have substantially changed the way our society organizes labor. The most recent developments following the 2020 SARS-CoV-19 crisis, led to – amongst other things – a substantial increase in the share of novel work environments including home office, distance work and online labor. This contribution thus aims at shedding light on the motivational factors for home office, on the observed benefits and challenges of distant work as well as on the human resource implications of these developments. The article draws upon a recent empirical study (n=1074) conducted in Austria in the summer of 2020. Various factors and their effect on the desire to work from home were analyzed. Among these are factors such as respondents' age (not sign.), gender (female respondents are found to have less desire for home office, $\beta=-0.07^{**}$), the presence of flexible working hours ($\beta=0.07^{**}$), time spent working with PC ($\beta=0.21^{***}$) as well as various other work related and socio-demographic aspects.

Summarizing the empirical evidence suggests that the distance to the physical workplace is among the strongest influential factors for respondent's desired share of home office ($\beta=0.11^{***}$). Thus, every additional kilometer of distance is associated with 0.12 per cent increase in the desire to work from home. In case of a doubling of the average distance to work (27.3 km), on average, respondents assume an increase in their desire to work from home increases to 45.6% from 42.4%.

Summarizing, the evidence suggest that the common understanding of distance work only partially resembles the empirical evidence, in which particularly personal factors are found to affect the desire for home office. Furthermore, additional research is needed to ensure appropriate corporate strategies in order to address the developments for increased shares of home office.

Generation Z work values: A cross-national analysis

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ABSTRACT

Generation Z, those born between 1995 and 2010, enters the workplace in increasing numbers at a time of great societal and technological transformation, and is expected to account for nearly a quarter of the total global workforce in the next few years. Having been shaped by different events and experiences than previous generations, Generation Z possesses unique perspectives, preferences and expectations about work. This poses challenges for business in attracting and retaining them in the *Global War for Talent*. Generation Z studies have recently become a burgeoning field of research, however, empirical studies into this emerging generation's work values remains limited and comprehensive cross-national research scarce. This exploratory study sought to assess the reliability of the instrument used to measure work values in an internationally comparative context and, secondly, to examine the prioritization and desirability of Generation Z work values according to respondents' nationality. The respondents to the study consisted of 1188 undergraduate students enrolled at a tertiary level in China, Thailand, Germany and the Netherlands. The results suggest the measurement tool for work value preferences, both at construct and individual value levels, was reliable. At a construct level, the *Intrinsic* work value was found to be most important across the whole study sample, and least importance was attached to the work value of *Leisure*. For individual work values, the top three values were *Learning*, *Promotion* and *Visible Results*. The three least important work values were *Respect*, *Status* and *Pace*. Significant differences were found in how nationality influenced overall ranking of work values as well as the importance attached to specific values. The results question the extent to which Generation Z can be considered a global phenomenon and have implications for management of multinational corporations.

Leadership development in cross-cultural environment

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ABSTRACT

Key challenges for management at the global level are developing a new generation of cross-cultural leaders, attracting and retaining talents in the country. Within the framework of cross-cultural business environment, the authority of the leader and his personal growth appears to be key factors of leadership effectiveness.

The quantitative assessment of the development of leadership levels, taking into account cross-cultural characteristics was carried out. The main concept of this assessment is that the higher the value and the more dominant the manifestation of stimulants, the higher the level of leadership development. Based on this assessment, the liminal values of dominant cross-cultural factors contributing to the development of leadership in the company were determined. In addition, five levels of leadership development, which are classified in this assessment, describe the stages of personal growth of every leader.

The development level of leadership was determined in countries like Vietnam, North Korea, India, Kazakhstan, Mongolia, Ukraine, Russia, China, Sweden, South Korea, USA and Finland. Companies, which are not leaders and not outsiders in a particular business area of the country but have stable status and with headquarters in the respective country, were chosen for analysis.

It is determined that the lowest level of leadership development is observed in companies of Vietnam and North Korea (the first level). In companies of India and Kazakhstan the second level of leadership development was predominantly formed. The third level of leadership development in personnel management is inherent in the management system of companies in Mongolia, Ukraine, Russia and China. In addition, the fourth level of leadership development is determined in companies of Sweden and South Korea. The highest level of leadership development (the fifth) is observed in the management system of companies in Finland and the USA. The determined levels form the basis for cross-cultural characteristics of the leadership development of these countries.

Mastering changes: Adaptability on a multicultural level

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ABSTRACT

With COVID19 making us face new challenges and putting us in extraordinary situations, the need to adjust effectively to these changes and restrictions becomes essential. But even under these unusual circumstances, business still takes place on a multicultural level. So being able not only to adjust to technological and sociological changes but also to intercultural interactions has taken on major significance in the field of economics. Having abilities like adaptability (AQ) and cultural intelligence (CQ), make a difference in being successful or not. Both of these soft skills can be measured and improved. This quantitative empirical study addresses the correlation between the two variables, predicting a strong positive relationship and providing essential information for human resource management. Questionnaires were distributed to 96 university students enrolled in economics and management majors in the Czech Republic. Upon analyzing the acquired data using PLS-SEM, a positive correlation was determined and AQ was found to be a predictor of CQ. While the sample size is too small to provide conclusive evidence, it nonetheless gives a good basis for improvement by future studies and the validation of these findings. Given that adaptability quotient (AQ) still has not been thoroughly investigated, yet becomes more essential every day, further research would be beneficial for human resource management and other fields as well.